Air Force Culture and Language Center.
Available online at: http://www.culture.af.edu/index.html
Center's website offers separate sections on Culture Education, Culture Training, Language Resources, and Prepare to Deploy/Research a Country.

Air War College. Socio-Cultural and Language Resources.
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Army Command and General Staff College. Combined Arms Research Library. **CAC Commander's Cultural Awareness Reading List.**
Available online at: http://www.cgsc.edu/carl/resources/biblio/cac_cultural.asp

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Available online at: http://www.cgsc.edu/carl/resources/biblio/cultaware.asp
Includes links to online documents and related websites.

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http://proquest.umi.com/pqdweb?did=1706489501&sid=4&Fmt=3&clientId=417&RQT=309&VName=PQD
Explores the impact of cultural knowledge exposed during Operation Iraqi Freedom and the different military understanding of these cultural approaches by U.S. Forces. Explores the conflicting beliefs and varied approaches to their missions.

DoD Regional and Cultural Capabilities: The Way Ahead.
Available online at: http://www.culture.af.edu/PDF/CulturalCapabilities.pdf
Publication is "the outcome of a gathering of senior leaders from the Department of Defense to focus on the mission demands for regional and cultural capabilities and develop a framework for synchronizing policies, plans, and programs to meet these demands". Summit held June 2007.
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Najafbagy, Reza. *Problems of Effective Cross-Cultural Communication and Conflict Resolution.* **Palestine-Israel Journal of Politics, Economics & Culture** 15-16:146-150 2008.
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The author contends that "the contributing factor to the failure of several international cooperation and conflict settlement is related to the communication problem and cultural differences. He claims that effective communication based on cultural understanding is effective in addressing political, economic and social problems of various countries worldwide." - Abstract

Nobel, Orly Ben-Yoav and others. **Winning the War and the Relationships: Preparing Military Officers for Negotiations with Non-Combatants**. West Point, NY, Department of Behavioral Sciences and Leadership, U.S. Military Academy, August 2007. 33 p.
Available online at: http://handle.dtic.mil/100.2/ADA472089
"Current operations in Iraq and Afghanistan involving counterinsurgency, peace-keeping, stability and support missions and nation building have increased interest in cross-cultural negotiation skills as a central component of military leadership." - Abstract

Racius, Egdunas. *The 'Cultural Awareness' Factor in the Activities of the Lithuanian PRT in Afghanistan.* **Baltic Security & Defence Review** 9:57-78 2007.
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"Examines the cultural awareness factor in the activities of the Lithuanian Provincial Reconstruction Team (PRT) in a central Afghanistan province of Ghor. It questions the extent to which Lithuanian governmental institutions, supervising the mission perceive the cultural awareness factor as a crucial step in the successes and failures of the activities of the Ltihuanian PRT in the province as well as in the capital, Kabul." - Abstract

Security Assistance: U.S. and International Historical Perspectives, edited by Kendall D. Gott and Michael G. Brooks. Fort Leavenworth, KS, Combat Studies Institute Press, 2006. 692 p. (The Proceedings of the Combat Studies Institute 2006 Military History Symposium).
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Cross-Cultural Considerations for US Security Assistance in the Middle East, by Hank Kron, pp 55-73.

State Dept.: Military Counterinsurgency Manual Stresses Cultural Awareness. **US Fed News Service, Including US State News** January 9, 2007.
The U.S. Army and Marine Corps have published an updated field manual for fighting insurgencies that stresses cultural awareness, personal contacts, reconstruction strategies and close cooperation with nonmilitary agencies. The manual, titled Counterinsurgency, updated for the first time in 20 years, includes new lessons from Iraq, Afghanistan and elsewhere, as well as a historical overview spanning more than a century that calls attention to important aspects of past insurgencies.
Available online at:
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"Culturally sensitive communications such as negotiation and media interactions are vital to effective coordination and cooperation in modern peacekeeping. Thus, Civil-Military Cooperation (CIMIC) officers must know how to deal with the media. They must know how, despite enormous cultural diversity, to successfully conduct their jobs; how to work efficiently with interpreters; and finally, how to resolve local conflicts using negotiations." - Abstract

Briceno, Alejandro P. **The Use of Cultural Studies in Military Operations**. Quantico, VA, Marine Corps Command and Staff College, 2008. 25 p.
Available online at: http://handle.dtic.mil/100.2/ADA491143
"Understanding the intrinsic values of an enemy's ideology, the civilian population, and the friendly forces that we will encounter will enable our forces to make decisions that will minimize unintended consequences and maximize our intended influence in the most positive manner possible." - Executive Summary

Clark, Shannon. **Muslim Culture: Center of Gravity for Global War on Terror**. Newport, RI, Naval War College, May 2007. 19 p.
Available online at: http://handle.dtic.mil/100.2/ADA470747
The author emphasizes the importance for the interagency and non-governmental organization to work well with Muslim leaders to change the culture that refuses to modernize and globalize.

Claxton, Randy O. **Detainee Healthcare in the Theater Hospitals: Are Air Force Medics Prepared for the Challenge?** Maxwell AFB, AL, Air Command and Staff College, April 2009. 32 p.
Available online at: https://www.afresearch.org/skins/RIMS/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=researchproject&objectid=3f95e85c-38cd-4f3b-ada0-019e13adf2ed
Examines how the Air Force Medical Services (AFMS) can better prepare the medical personnel in providing medical care for detainees in the Air Force Theater Hospitals (AFTS) and the importance of understanding the culture of the detainees.

Coles, John P. **Full Spectrum Intelligence Support for the Joint Commander: Incorporating Cultural Intelligence into Joint Doctrine**. Newport, RI, Naval War College, February 2005. 25 p.
Available online at: http://handle.dtic.mil/100.2/ADA464552
"Contends that joint intelligence doctrine focuses too much on traditional adversaries in combat situations and does not adequately address issues of foreign culture. Analyzes the focus of the joint intelligence doctrine and its lack of consideration of foreign culture." - Abstract

Ellis, Deborah M. **Integrating Language and Culture**. Fort Leavenworth, KS, Army Command and General Staff College, School of Advanced Military Studies, 2005. 55 p. **Available online at: http://handle.dtic.mil/100.2/ADA437562**
"Future conflicts will be asymmetrical with more ethnic and religious issues as the source of conflict. An understanding of language and culture is just as important as understanding the enemy order of battle." - Abstract

Farrington, Jessie O. **Developing Strategic Leaders While Maintaining the Warfighting Edge**. Carlisle Barracks, PA, Army War College, March 2007. 18 p. **Available online at: http://handle.dtic.mil/100.2/ADA467210**
"The complex contemporary political stage and operations in support of the Global War on Terrorism have demanded a different kind of Army strategic leader. These officers must be sound tactical and operational leaders, be multi-disciplined, and possess senior management, cultural, and diplomatic skills not typically required of officers in the past." - Abstract

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Available online at:
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Since women are now increasingly in the front lines more appropriate training for their own safety should be given .

Latham, George A., II. **Cultural Awareness and Cross Cultural Communication: Combat Multipliers for Leaders in the Next Millennium.** Fort Leavenworth, KS, Army Command and General Staff College. School of Advanced Military Studies, May 2000. 59 p.
Available online at: http://handle.dtic.mil/100.2/ADA389824

Karcanes, James A. **Cultural Competence and the Operational Commander: Moving Beyond Culture-Centric Warfare**. Newport, RI, Naval War College, May 2007. 22 p.
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Emphasizes the necessity of cultural awareness to achieve cultural knowledge of potential adversaries and coalition partners in order for the commander to meet the challenges that culture brings to the contemporary operating environment.

Keene, Sean T. **Know Your Enemy and Know Yourself: Assessing Progress in Developing Cultural Competence to Enhance Operational Effectiveness**. Newport, RI, Naval War College, May 2007. 21 p.
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The author analyzes that "the nation's recent culture-focused initiatives in meeting the

demands for cultural competence fall short of transforming cultural competence within the armed forces of the United States in order to ensure successes at the operational level." - Abstract

Kleiner, Carolyn F. **The Importance of Cultural Knowledge for Today's Warrior-Diplomats**. Carlisle Barracks, PA, Army War College, March 2008. 24 p.
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McCarthy, Michael. **Developing Cultural Competence at the Tactical Level: The Art of the Possible**. Fort Leavenworth, KS, Army Command and General Staff College, 2009. 60 p.
Available online at: http://handle.dtic.mil/100.2/ADA512487
"A unit must train collectively in a physically and culturally simulated environment in order to apply cultural skills as a base foundation for cultural competence." - Abstract

Rothstein, Michael. **Fire, Ready, Aim: Developing Intercultural Skills During Officer Formal Education.** Maxwell AFB, AL, Air War College, September 2006.
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Suther, George N. **Conducting Japanese Negotiations Strategic Vision and Cultural Adaptation**. Carlisle Barracks, PA, Army War College, 2008. 28 p.
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In order to understand convention for negotiation it is necessary to understand the host nation's history and culture.

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Hardison, Chaitra M. and others. **Cross-Cultural Skills for Deployed Air Force Personnel: Defining Cross-Cultural Performance**. Santa Monica, CA, RAND, 2009. 184 p.
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Jager, Sheila Miyoshi. **On the Uses of Cultural Knowledge**. Carlisle, PA, Strategic Studies Institute, Army War College, November 2007. 30 p.
"Highlights the importance of culture, and cultural awareness, in formulating a broad strategy for counterinsurgency which also has wide-ranging implications for U.S. foreign

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"There has been a growing recognition in the post-Cold War era that culture has increasingly become a factor in determining the course of today's complex and interconnected world. The U.S. experience in Afghanistan and Iraq extended this trend to national security and military operations." - Summary
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http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB919.pdf
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Metrinko, Michael J. **The American Military Advisor: Dealing with Senior Foreign Officials in the Islamic World**. Carlisle Barracks, PA, Peacekeeping and Stability Operations Institute and Strategic Studies, Army War College, August 2008. 83 p.
"Describes the preparations that an advisor should make, illustrates the questions he should ask, and explains the political and cultural complexities that affect his mission." - Abstract
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Salmoni, Barak A. and Holmes-Eber, Paula. **Operational Culture for the Warfighter: Principles and Applications**. Quantico, VA, Marine Corps University Press, 2008. 344 p.
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Schmidl, Erwin A. **Peace Operations Between War and Peace: Small Wars & Insurgencies**. Portland, OR, Frank Cass, 2000. 173 p.
This group of studies first appeared in a special issue of the journal *Small Wars & Insurgencies*, Autumn 1999. Comparisons of Srebrenica and Somalia show that the demands of peace interventions often more resemble counter-insurgency operations of the past than some of the more peaceful peacekeeping missions of the 'blue helmet' type. This calls for better and more extensive preparation for troops and personnel involved, including cultural awareness training.
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"This work describes strategic culture and its value as a methodological approach to the study of international relations. The strategic culture approach yields important insights into the national and organizational motivations behind state decisions to acquire, proliferate or deploy weapons of mass destruction and fills the theoretical and empirical gaps suffered by realist and neo-realist approaches." - Book Jacket
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Barucky, Jerry and others. **Evaluation of Cross-Cultural Models for Psychological Operations: Test of a Decision Modeling Approach**. Mesa, AZ, Air Force Research Laboratory, Human Effectiveness Directorate, Warfighter Training Research Division, 2001. 69 p.
This study utilized findings from existing predictive models that deal with the use of information related to cultural traits and attitudes of potential target audiences to develop a system that could help military planners estimate the probability of achieving various PSYOP objectives.
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Hancock, Peter A. and others. **An Initial Framework for Enhancing Cultural Competency: The Science of Cultural Readiness**. Patrick AFB, FL, Defense Equal Opportunity Management Institute, Directorate of Research, 2007. 60 p. (DEOMI Internal Report CCC: 07-2)
"In order that military personnel be better armed to access vital information and are thus able to use it to enhance their probability of mission success, we need a science of cultural readiness. In this we need to identify and distill methods of measurement and assessment which allow us to capture and disseminate culturally-contingent information." - Abstract
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cultural competence and test and validate related measures in the military population." - Abstract
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"This paper demonstrates how a better understanding of culture can lend itself to a better understanding of meaning in discourse between two cultures who operate across a linguistic barrier. The paper falls under the tradition of cultural relativism, and the modern version of linguistic relativity."- Abstract
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Chandler, Jennifer V. **Why Culture Matters: An Empirically-Based Pre-Deployment Training Program**. Monterey, CA, Naval Postgraduate School, September 2005. 93 p.
Presents the why and the how culture is important in pre-deployment training and how it will improve the military's ability to operate successfull military missions.
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Christensen, R. Bryan. **Weight of Culture in Nation Building**. Fort Leavenworth, KS, Army Command and General Staff College, 2007. 90 p.
"Iraqi culture is radically different from U.S. culture and so it has become an easy scapegoat for any apparent lack of progress by U.S. forces in postwar operations. The lack of progress is attributed to a fundamental misunderstanding of Iraqi culture. However, successful nation building in a culture that is very distant from the United States is not without precedent. This work analyzes the U.S. occupation of Japan to determine what went right in that occupation and what lessons learned there can be applied to Iraq." - Abstract
Also available online at: http://handle.dtic.mil/100.2/ADA471210
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Chung, Michael H. **U.S. Policy Toward the Korean Peninsula Unification: A Cross-Cultural Perspective**. Carlisle Barracks, PA, Army War College, 2009. 20 p.
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Clark, Todd J. **Developing a Cultural Intelligence Capability**. Fort Leavenworth, KS, Army Command and General Staff College, 2008. 72 p.
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Crooks, Rory A. **Cultivating a Cross-Cultural Disposition**. Fort Leavenworth, KS, Army Command and General Staff, June 2007. 79 p.
"The Army has incorporated knowledge of foreign cultures and foreign languages into its professional military education (PME) curricula. While this knowledge and these skills are clearly needed, possessing them does little to shape the dispositions of military students. PME must examine the foundations of its educational philosophy and seek more creative approaches to teaching cultural awareness." - Abstract
Also available online at: http://handle.dtic.mil/100.2/ADA471220
Doc. call no.: M-U 42022 C948c

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According to the author "the Department of Defense must establish specially trained

and selected advisory teams that immerse themselves in the country for 2-3 years, and who work at the regional, country and unit level, provide the cultural understanding and regional coordination that is required to defeat transnational terrorist and control ungoverned space." - Abstract

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"Despite its domination of conventional warfare the United States military finds itself in a quagmire concerning the unconventional fight in Iraq. Cultural factors influence the genesis, lifetime, and demise of an insurgency. To understand insurgency and the environment that breeds it, one has to understand culture." - Abstract

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Evans, Michael R. **Clear, Hold and Build: The Role of Culture in the Creation of Local Security Forces**. Fort Leavenworth, KS, Army Command and General Staff College, School of Advanced Military Studies, May 2006. 64 p.

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Fawcett, Grant S. **Cultural Understanding in Counterinsurgency: Analysis of the Human Terrain System**. Fort Leavenworth, KS, Army Command and General Staff College, School of Advanced Military Studies, 2009. 52 p.

Human Terrain System was used as a means to have a better understanding of culture at the operational and tactical level.

Also available online at: http://handle.dtic.mil/100.2/ADA505497

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Also available online at: http://handle.dtic.mil/100.2/ADA429762
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Also available online at: http://handle.dtic.mil/100.2/ADA449349
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Healey, Edward J., Jr. **Cultural Competency Training in the United Marine Corps: A Prescription for Success in the Long War**. Fort Leavenworth, KS, Army Command and General Staff College, 2008. 75 p.
Demonstrate the importance of cultural awareness in military operations by incorporating a comprehensive training program to insure that Marines deploying have the cultural competency to be successful in the field.
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